

- Lodging/Conference Center Development Costs-\$55M
- Conference Center Financing- Construction Loan-\$27M, Historic Tax Credit Equity-\$5.5M, Developer and Investment Equity- \$14M, Program Related Investment Loans- \$8.5M
- Learning Center Development Costs- \$8M
- Learning Center Financing- \$8M in Foundation and individual grants
- Room type and allocation: Institute/Non Profit Rate (20%); Conference, including programming focused (55%); General Public, including those coming for programming (25%)

Programming

The Retreat will draw upon the skills and leadership of a variety of people in developing a broad array of programming central to the Retreat's themes of arts, wellness and ecology. This includes the participation of the founders of the Omega Institute in Rhinebeck, NY, and the Hollyhock Institute in British Columbia, as well as Gabrielle Roth and her Movement Center, among others. This programming will be offered to overnight guests and the local community.

Wellness Center, Blue Butterfly Restaurant and Lounge

The former military hospital found in Building 533 will become the Retreat's Wellness Center. At the Center a variety of treatments will be offered, including massage and acupuncture. The Restaurant and Lounge will be found in Building 602. All of these facilities will be open to the public.

Benefits to the Community

As members of the community surrounding Fort Baker we're proud of the hard work we've put forth in developing the Retreat, and excited by the benefits we feel are being offered to the community through our plan. These benefits include:

- The creation of a small scale, low impact project with minimal change to the site;
- A plan that proposes less than half the number of lodging units permitted under FEIS;
- Complete preservation of the Parade Ground and the historic core of Fort Baker;
- Complete access by the public to the Project site and its facilities, including the Learning Center, Restaurant/Lounge, Wellness Center, and schedule of programs;
- Full program of traffic and parking mitigations designed to minimize impacts to the surrounding community to the greatest extent possible;
- Cooperative planning and programming with GGNRA Park Partners—including the Bay Area Discovery Museum, the Yosemite Institute, and Fort Mason to minimize impacts and develop a broad and efficient array of programming;
- Life long learning opportunities for members of the community by participating in an extensive schedule of programs in leadership, creativity, the arts, wellness and environmental sustainability;
- Investment of \$63 million of private and philanthropic funds in infrastructure upgrading, site improvements, historic buildings, sustainability and traffic mitigation programs;
- Availability of 20% of rooms for use by the Fort Baker Institute and other non-institutional non-profits at a low Federal per diem rate;
- Creation of a model of sustainability for the NPS with demonstration projects and integrated green building systems, particularly in the new lodging buildings;
- A model for blending historic preservation and environmental sustainability;
- A meeting place for plenary sessions on important local and global issues;
- A residential program for visiting scholars, artists, non-profit leaders, and creatives, who will make contributions to the world during their stay at Fort Baker in ways that we cannot even envision.

TEAM SUMMARY

The Fort Baker Retreat Group has assembled a highly qualified, local team of architects, engineers, landscape architects, special consultants and contractors to serve as the design and construction team for the proposed project. The team has an extraordinary depth of experience and knowledge in historic rehabilitation work and sustainable building design, as well as having a long-term familiarity with projects located within the National Park system, and at Fort Baker. In addition, the design team has established working relationships both among its members and with the developers.

LEAD DEVELOPMENT TEAM

Passport Resorts LLC (Lead Developer)

Passport's mission is to create and operate small to midsize boutique resorts, lodges, and retreats in an environmentally sustainable manner, emphasizing a first class guest experience. Each project is distinct from the competition and has significant historical, environmental, and educational components. The principals of Passport currently operate the Post Ranch Inn at Big Sur, Jean-Michel Cousteau Fiji Islands Resort, and the Hotel Hana-Maui. Together, the company's projects employ over 400 people. Passport's projects consistently receive recognition for their outstanding guest experience and environmental ethic. Michael Freed, a 20-year resident of Sausalito, and Peter Heinemann, are the managing partners.

Equity Community Builders LLC (Lead Developer)

ECB is a San Francisco based real estate developer specializing in in-fill residential, commercial, and historic rehabilitation projects. Since its inception in 1994, ECB has completed, or now manages, over \$300 million worth of development for its own account, in partnerships, or for clients under project management agreements. ECB has strong working relationships with a number of lending institutions and individual investors that are committed to in-fill development, the preservation of historic buildings, and the principles of sustainable development. ECB, currently the largest private developer in the Presidio, has worked with the Park Service on a number of projects including the Thoreau Center for Sustainability. Tom Sargent, a San Anselmo resident, is the principal in charge. Ted Lieser, a Mill Valley resident, is the Project Manager.

OPERATIONS AND PROGRAMMING

Dolce International (Conference Center Management)

Dolce is an international conference center management company that owns and/or operates 17 distinctive conference centers in North America and Europe. Their focus and strength has always been on unique and well-located properties, where they provide outstanding service in state-of-the art facilities. Their facilities include Skamania Lodge, a 195-room conference center located on federal lands in Washington State, Tarrytown House, located just north of New York City, and The Lakeway Inn, a 239-room conference center on Lake Austin in Texas. Andy Dolce is the CEO and Chairman.

Jefferson Institute (Learning Center Management)

Led by Joan Abrahamson, the Jefferson Institute will be responsible for the management of the Learning Center at Fort Baker, and in particular the Center for Creativity and Sustainability. Since 1990 the Jefferson Institute has been bringing together MacArthur Fellows and other creative people on subjects of mutual interest. Under Joan's direction this spirit of collaboration will continue at Fort Baker.

A MacArthur and White House Fellow herself, Joan has worked to convert the Fort Mason Pier Area in San Francisco for use as a community-based arts center and learning environment. More recently, she served as a

member of the Presidio Council to advise the National Park Service on the transformation of the Presidio of San Francisco from an army base to a national park

Joel Solomon, Dana Bass Smith/Hollyhock Institute (Programming)

Joel is the President and founder of Hollyhock Institute; Dana Smith is the General Manager. Located on Cortes Island in British Columbia, Hollyhock is an intentional center for cultivation of human consciousness, well-being, and social impact. Founded in 1982, their business is based on finding ways to enliven, deepen, and inspire a better dimension of human existence. The work conducted at the Center is designed to preserve and evolve a lasting form of non-commercial knowledge.

Stefan Rechtschaffen/Omega Institute (Programming)

Stefan is the cofounder and Chairman of the Omega Institute. Since its founding twenty-four years ago Omega has become the nation's largest holistic learning center. Every year more than 20,000 people attend workshops, retreats, and conferences on their 140-acre campus in the countryside of Rhinebeck, New York, and at other sites around the country.

Gabrielle Roth/Moving Center (Programming)

Noted artist, philosopher and healer, Gabrielle Roth has devoted her life to exploring and communicating the language of primal movement, dance, and experimental theater. She will bring this unique brand of therapeutic expression to Fort Baker through numerous workshops and performances.

DESIGN AND CONSTRUCTION TEAM

Architectural Resources Group (Lead/Historical Architect)

ARG's 20-year experience includes award-winning design of new structures in historic settings, the adaptive reuse and seismic strengthening of existing structures, and the restoration of historic properties. ARG has provided comprehensive services for building owners and governmental agencies throughout the west coast, including working with National Park Service and Golden Gate National Recreation Area for over fifteen years.

They have unparalleled experience at the Presidio of San Francisco, which includes historic buildings similar in construction and condition to the buildings at Fort Baker. ARG served as the lead architect for a contract with the NPS from 1991-1997, completing over 50 task orders involving: surveys and assessments for over 800 buildings; the development of the *Illustrated Guidelines for Rehabilitating Buildings at the Presidio*; producing design and construction documents for rehabilitation projects including *Adaptive Reuse of Officers Quarters into Overnight Accommodations*; and overseeing rehabilitation construction of the Presidio Fire Station Addition. Marin projects include the Sausalito Women's Club and the Theological Seminary in San Anselmo.

Van Der Ryn Architects/Ecological Design Institute (Sustainable Design Architect)

Since 1975, Sim Van der Ryn, the firm's principal and a Sausalito resident, has led the movement in sustainable design practices. As California State Architect, he developed major initiatives for energy efficient State buildings and led adoption of energy and accessibility standards for all construction in California. In this capacity, he was responsible for planning and design of all state facilities including State Park infrastructure and the State office buildings. The Marin Conservation League recently named his firm the Environmental Business of the Year for 2001. Projects include the Real Goods Solar Living Center, Greens Restaurant at Fort Mason, and a Four Seasons Hotel in Costa Rica.

The Office of Cheryl Barton (Landscape Architect)

Cheryl Barton has extensive experience with historic California landscapes and has been involved in a number of historic tax credit projects in which the landscape was under rigorous review by both the State Historic Preservation Office (SHPO) and the National Park Service, including the conversion of the historic Shriner's

Hospital on 19th Avenue to assisted living, and several projects in the Presidio. The firm is committed to the application of sustainable design and ecological principles in the development of urban spaces and landscapes, and has applied those principles to many of its projects in the Bay Area, including the Bay Area Discovery Museum, Building 38 in the Presidio, and the Thoreau Center for Sustainability.

Herrero Brothers (Pre-Development, Cost Estimating, and General Contractor)

Established in 1955 Herrero Brothers has specialized in providing general contracting services for a wide range of commercial projects throughout the Bay Area. The company is known for performing high quality work within the constraints of cost and schedule. They have a significant portfolio of historic as well as new construction work including the Thoreau Center (where the buildings are, in many cases, duplicates of those found at Fort Baker), the Mount Tamalpais Gymnasium, and numerous buildings at Stanford University.

OTHER TEAM MEMBERS

Murphy, Burr, Curry, Inc. (Structural Engineers)

MBC is a structural engineering firm located in San Francisco. The principals of the firm have considerable experience working with historic buildings, and in particular, historic buildings located in the GGNRA, including the munitions storage buildings that now house the Marin Headlands Center for the Arts. At the Presidio, MBC has been responsible for designing the seismic upgrade systems for the Emergency Communication Building, Building 35, several dorms and officer's facilities, the Child Center Building in Building 385, and Buildings 101 through 104. In addition, the firm provided full structural engineering services on Building 38 for Equity Community Builders

Flak & Kurtz (Mechanical, Electrical, and Plumbing Engineers)

Flack and Kurtz provide complete design and construction engineering services for high performance, environmentally responsible building systems around the world. Recognized as one of the premier building service engineering firms in the world Flack and Kurtz has been in existence since 1969. Projects include The Bay Area Discovery Museum, Grand Canyon NPS Ranger Station, Fort Mason and Building 38 in the Presidio.

URS (Civil and Traffic Engineers)

URS is an international engineering firm with over 16,000 employees in over 170 offices worldwide. In the 2001 *Engineering News Record (ENR)* list of the "Top 500 Design Firms in the U.S.", URS was named the largest design firm and was ranked in the top ten of all discipline categories listed by ENR. They have done extensive civil engineering in the Presidio, and are currently working at the Bay Area Discovery Museum at Fort Baker. Their traffic engineers have been instrumental in developing transportation programs at a number of National Parks including Yosemite, Denali, and Yellowstone.

World Build (Sustainability Consultants)

WorldBuild Technologies Inc. was founded in 1995 by founder and past president of the Green Building Council, David Gottfried. Their mission is to assist building owners, governments, and institutions with strategic-based approaches and services to deliver building projects from "conventional" to sustainable and high performance.

Entomological Consulting Services, Ltd. (Endangered Species Protection)

Continuing their work at Fort Baker studying the Mission Blue Butterfly, ECS will work closely with the team to ensure the endangered butterfly's habitat remains protected in addition to helping develop educational and interactive projects for The Retreat.